
Research

NON-FINANCIAL INCENTIVE SYSTEM AND ORGANIZATIONAL COMMITMENT: AN EMPIRICAL INVESTIGATION

Mukaram Ali Khan¹, Anam Tarif² and Syed Sohaib Zubair³

Abstract

Financial rewards have high significance in motivating human resources as well as making them committed. Hence, the focus of this research is on the impact of Non-Financial Incentives on Organizational Commitment. The methodology used in this study is a survey of 175 employees from 20 companies that were selected randomly from the population i.e. Food and Beverage industry of Pakistan. Statistical tools used for testing the hypotheses that were developed on the basis of literature review, were spearman's rho correlation and regression. Results show that job-related incentives relatively play significant role in instigating organizational commitment among employees in an organization.

Keywords: Non-Financial Incentives, Organizational Commitment, Job-Related Incentives, Performance, Correlation, Regression

JEL Classification: M00, L2, O15, L29

¹ Institute of Administrative Sciences, University of the Punjab, Lahore, Pakistan.

² Institute of Business and Information Technology, University of the Punjab, Lahore, Pakistan.

³ Institute of Quality and Technology Management, University of the Punjab, Lahore, Pakistan.

Introduction

In every organization, manpower is regarded as the biggest resource because all functions pertaining to the operations of an organization are dependent on the individuals associated with them. In other words the success of an organization is related to the employee performance and commitment and how an employee achieves the organizational goals and how much effort a person is investing to become an effective team member. According to Gerhart et al. (2004) monetary incentives are the most important contributing factors in motivating individuals, but at the same time the importance of non-monetary incentives cannot be neglected. The study revolves around two key concepts that include Non-Financial Incentives and Organizational Commitment, these two concepts are briefly explained below:

Non-Financial Incentives

Non-Financial Incentives are the non-cash compensations that are aimed at motivating an employee so that an individual's performance is enhanced in a direction that meets the organization goals. Such incentives can be broadly categorized as Job-Related, Social and Tangible incentives, these have been discussed in detail in the next section of this study.

Organizational Commitment

Organizational commitment is described as "the Emotional attachment that an employee felt for an Organization to adopts characteristics or prospective of the organization." (O'Reilly and Chatman, 1986). Talking about organizational commitment many questions arise that how it can be attained? Why is it essential and useful for an organization? How could it be measured and effectively

used and whether Non-Financial Incentive Systems can assist in increasing Organizational Commitment?

In order to address the main objectives of this study (discussed in section 1.3) this research has been carried out on the Food and beverage (F&B) industry in Pakistan. Employers from F&B sector have been taken as the sample for this study. F&B is considered to be a major contributor in economic growth. The global F&B industry was valued at \$5.7 trillion USD in 2008 and is expected to increase to more than \$7 trillion USD by 2014. The growth potential of this industry is approximately 10% p.a. In Pakistan, according to the Census of Manufacturing Industries, 924 units are engaged in food and beverage industry. The food and beverage industry can be classified into three major subdivisions; Farming, Processing and Distribution. Farming involves the production of the raw agricultural material, processing is an integral part of value chain that engage in the processing of farming units and is subdivided into further divisions Food and Beverage. The distribution involves the supply of the finished and near to finished food products to the consumer such as grocers, quick service restaurant and the others.

Problem Statement

Financial incentives are always given more weightage when designing a remuneration scheme for employees and hence importance of financial incentives is conventionally established, whereas non-financial incentives are apparently given less value in compensating the workforce. Therefore, this study examines the practical acknowledgement of this concept along with its relation with organizational commitment.

Objectives

The purpose of this study is to understand how much an employee is likely to be committed towards the job and the workplace

by means of non-financial incentives. The defined objectives of this study include:

- To assess the importance of Non-Financial Incentives
- To find out the relationship between Non-Financial Incentive System and Organizational Commitment

Contribution of the Study

The study enables researchers to understand the importance of non-monetary incentives with respect to organizational commitment. The reason for gauging these two concepts is the fact that financial rewards are always given more importance as compared to non-monetary incentives and hence, less empirical evidence exists on the later idea.

More specifically, this study guides managers or compensation specialists to develop appropriate compensation packages that include a desired trade-off between monetary and non-monetary rewards. This study helps the managers for decision making in a better way that what type of non-financial incentives are provided by the organizations to employees to stay committed to the organization particularly the sector under study i.e. food and beverage industry.

Literature Review

Organizational Commitment

Organizational commitment is the psychological attachment and identification of the employees towards the organization to achieve its goals. Many researchers described the organizational commitment at three levels affective, continuous (perceived cost) and normative (obligation) commitment (Meyer and Allen, 1997) and at some other places Organizational commitment is described as a psychological

bond in three distinctive forms such as compliance, identification and internalization. (O'Reilly & Chatman, 1986).

According to Maslow (1954) "an employee is committed to the organization if his needs are fulfilled. Human needs are structured in hierarchical sequence if one need is fulfilled then people shift to the next unmet need to satisfy it. Maslow's hierarchical needs are physiological needs are the basic needs (like food shelter clothing etc), safety and security needs (like job security, life and property protection and stability etc), social needs (like sense of belonging and affection needs), self esteem needs (such as recognition, praise, self respect and accomplishment etc.) and self actualization needs (includes personal growth and fulfillment, morality, creativity, problem solving etc) if all these needs are to be satisfied by the organization employees are more likely to be committed to the organization."

Middle Affective Dependence Period (One Dimension Model)

Second period of organizational commitment is Affective Dependence (One Dimension Model). The focus of commitment moves from side-bets to the emotional attachment of employee to the organization. According to this School of thought, commitment is described as a kind of attitude-centered but "economic-contract".

According to Porter et al. (1974), commitment is described by three related factors that include strong acceptance, participation and loyalty. Strong acceptance means having a strong believe and acceptance in organization goals and values. Participation means a willingness to put significant effort on behalf of the organization and the Loyalty means having a strong desire or feeling of obligation to stay in the organization. Accordingly, commitment was defined by Porter and his followers Mowday and Steers (1979) as "the relative strength of an individual's identification with and involvement in a particular organization."

Multi-Dimension Model

The Third period of commitment is multi-dimension model. Becker (1960) and Porter et al. (1974) theories related to commitment are fit in One dimension whereas with the advancement in Multi-Dimension approaches in 1980's, O'Reilly and Chatman (1986) and Meyer and Allen (1997) proposed their theories related to Organizational Commitment.

According to O'Reilly and Chatman (1986), Organizational commitment develops three characteristic of psychological bonds of employees and organization in a form of compliance, identification and internalization. Compliance means employee attitude and corresponding behaviors that are used to achieve the specific rewards simply we can say that how employee show interest to gain the organizational rewards. Identification occurs to satisfying relationship in order to get the influence its means an employee feels proud to be a part of organization and show a strong relationship with the organization. Internalization means encouraging employee attitude and behaviors that are congruent to organizational existing values its means the entire values of employees are matching with the values of organization. (O'Reilly and Chatman, 1986).

Two dimension Model

According to Cohen (2007), Organizational Commitment is two dimensional; the first is instrumental and the other is affective. According to Cohen, the perception of the Organizational Commitment suggests two dimensional model as the timing of the commitment and the base of commitment. Timing of the commitment develops the propensity of commitment before and after the entry in the organization whereas the base of the commitment is differentiated by instrumental attachment and psychological attachment.

Cohen (2007) uses a purely attitudinal approach that made a distinction between a commitment propensity developed before and after entry into the organization. Moreover, he stresses on motivational force behind commitment. Dimensions of commitment include

instrumental commitment and affective commitment. The former is a part of an ongoing exchange process whereas the later is the superior form of commitment comparing the primary one.

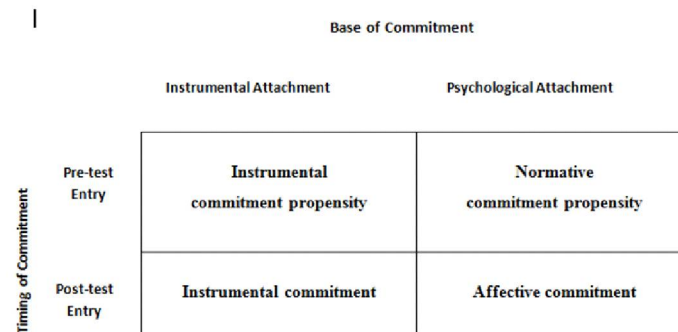


Figure 1. Two-dimensional Commitment Model
Source: Adapted from Cohen, A. (2007)

Non-Financial Incentives

Incentives are defined as an additional payment that is used to motivate and encourage an employee to enhance ones performance and stay committed to the organization. According to Kaplan (2006), incentives are additional benefits that managers visualize how an employee get well out of his jobs.

According to Meacham and Wiesen (1969) framework, there are two broad categories of rewards, contrived on- the- job rewards and natural rewards. It may be monetary or non-monetary. It is perceived that monetary incentives are the basic ingredients towards increasing motivation and commitment, on the other hand non monetary incentives also play a vital role to fulfill the psychological needs of the employee.

Contrived on- the- job rewards are tangible rewards that are the cost for the organization like tangible goods, tickets, vouchers

and others whereas natural rewards are the social and job related incentives that are not costs for the organization rather these are present in the natural happening of an event such as formal and informal recognition, autonomy, participation in decision making, praise and so on.

Latham and Baldes (1975) suggest goal-setting may provide the employees a sense of achievement, recognition and commitment about what they planned to do. According to Kovach (1999), work appreciation, feeling of being famous and job security are three facts that are used to motivate the employees. As per Nelson (2001) when an employee is rewarded by non-financial incentives he is more inclined towards organizational goals and targets which lead to enhance the performance, productivity, valued experienced, profitability, retention rate of employee and lower absenteeism.

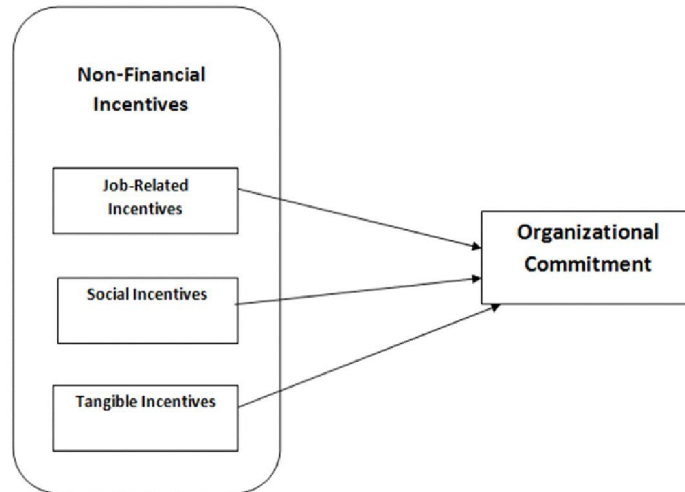
According to Gale (2002), non-monetary incentives are considered as more important incentives than monetary incentives. Researcher highlights when people are paid for doing a good job, they considers it as part of salary. Non-monetary incentive, whether tangible, social or job related are additional benefits separate from monetary compensation that shows respect and praise accomplishment.

This research study focuses on non-monetary incentives which create diversity to react at various benefits and needs of the employees at workplace. For the purpose of this research study, non-monetary incentives are classified as *social, tangible and job related incentives* which are used to engage the employee to the organization without giving any direct monetary benefit. In the development of the framework these three key dimensions have been discussed next.

Conceptual Framework

Figure 2.

Non-Financial Incentives and Organizational Commitment



Social incentives are associated to the superior-subordinate relationship and social activities that include formal or informal recognition such as Letter of appreciation for doing good work, Award titles (like, Employee of the Month), Off-site recreational activities (like, dinners), in-house recreational activities within the organization. Social non-monetary incentives show an employee is valued, appreciated and praised by his supervisor or manager (Bandiera, Barankay, & Rasul, 2010).

Tangible incentives are the tangible symbols for achievement and a physical show off such as gift, vouchers, free tickets, discounted goods and more that enhance the employee commitment to his job (Jeffrey & Shaffer 2007).

Job related incentives means job rotation, job enrichment, growth opportunities, job security, flexible working hours, participation in decision making, independence in job tasks that are significant for motivating, committing and satisfying the employee to his job. Job rotation means the process of shifting an employee from one position or department to another to let him know the entire tasks performance within the organization. Through the job rotation an employee get experience and trained in different tasks without increasing the complexity of his job. Job enrichment means to make sure an employee is giving more interesting, variety of complex challenging task with more responsibilities. Growth Opportunity means an employee enhances his /her learning and development skills like training programs and career development skills. Job security means assurance of continue employment. Flexible working hour means a variable working schedule that gives an employee a greater freedom to organize their working lives to suit personal needs and reduce the need for overtime. Empowerment means an employee has been provided with an opportunity to take part in decision making and independence in job tasks.

Most of the prior research studies were focused on the effects of Non- financial incentives on job satisfaction, employee engagement and/or employee motivation; while limited work has been focused on assessing the relationship of non-financial incentives with organizational commitment. However, this research study reveals the relationship between Non-Financial Incentives and Organizational Commitment that what can be the impact of Non-Financial Incentives upon Organizational Commitment.

As discussed earlier, Non-Financial Incentives may have positive impact on Organizational Commitment (Nelson, 2001). Further, in this study, researchers shall find out the linkage of different forms of Non- Financial Incentives with the taken dimensions of Organizational Commitment.

Hypotheses

According to the literature, the following are the hypotheses developed for this study:

H₀: There is no relationship between non-financial incentives and the level of Organizational Commitment

H₁: There is a positive relationship between Non-Financial Incentives and the level of Organizational Commitment.

H_{1a}: The Higher the Social Incentives, the higher the Organizational Commitment.

H_{1b}: The higher the Tangible Incentives, the higher the Organizational Commitment.

H_{1c}: The higher the Job-Related Incentives, the higher the Organizational Commitment.

Research Methodology

This cross sectional study uses survey methodology in order to collect data on the lines identified in the previous section. For this study, data has been collected from 20 companies in the F&B industry and a sample of 175 was taken out of which 118 respondents are male and 57 are female. Moreover, the sampling strategy used is that of simple random sampling for the selection of companies within food and beverage industry, whereas individuals for responses were selected on the basis of convenient sampling.

Data Collection Instrument and Reliability

For both the key concepts i.e. organizational commitment and non-financial incentives, this study uses a relatively modified form of scale developed by Meyer and Allen (1990) and Kaplan (2006) respectively.

In reliability test total numbers of variables are 38 and the value of Cronbach's Alpha is 0.877 in general. These statistics, confirm that the instrument is reliable and appropriate for this study.

Table No.1

Concept	Cronbach's Alpha	Items
Non-Financial Incentives	0.722	16
Organizational Commitment	0.834	22

Data Analysis

The tools used in this study to meet the main objectives include Correlation and Regression. Before moving onto the key analysis, this section of the study begins with the following table showing some characteristics of the respondents, followed by discussion on dependent and independent variables using descriptive statistics:

Table No.2

Characteristics of the respondents

Characteristics	Number (N=175)
Gender	
• Male	118
• Females	57
Job Tenure (Years)	
• Less than 1	24
• 1 to 5	89
• 6 to 10	34
• More than 10	28
Designation	
• Production	32
• Human Resources	26
• Supply Chain	25
• Marketing	23
• Finance	27
• Sales	23
• Information Technology	19

Descriptive Statistics

The table below describes the means and standard deviations pertaining to Organizational Commitment and Non-Financial Incentives:

Table No. 3
Descriptive Statistics

Variables	Mean	Standard Deviation
Organizational Commitment		
• Affective	3.59	0.60
• Continuance	3.58	0.52
• Normative	3.46	0.57
Non-Financial Incentives		
• Job-Related	4.00	0.66
• Social	2.02	0.38
• Tangible	2.66	0.39

As shown above, the mean of “Affective Commitment” component of Organizational Commitment is 3.59 and Standard Deviation from the mean is 0.60. The value of variable is higher the mid value of responses i.e. 2.5 that shows employee is much likely to be psychologically and emotionally attach to the organization. Similarly, the mean of “Continuance Commitment” stands at 3.58 and Standard Deviation from the mean is 0.52. The value of variable is higher than the mid value of responses i.e. 2.5 that shows employees stay in an organization unless and until they get alternative opportunity. Lastly, the mean value of “Normative Commitment” is 3.46 and Standard Deviation from the mean value is 0.57. Here as well, value of variable is higher than the mid value of responses which shows that employees have strong sense of obligation towards organization.

Moving on to the independent variable i.e. Non-Financial Incentives, table no. 3 illustrates the mean value of “Job-Related Incentives” is 4.00 and Standard Deviation from the mean value is 0.66. Using the same reference scale as earlier i.e. 2.5, the value of dimension under consideration is higher the mid value that shows

organizations provide employees more empowerment, autonomy and job security in Job related activities. Referring to the second component of Non-Financial Incentives, mean value of “Social Incentives” is 2.02 and Standard Deviation from the mean value is 0.38 that shows employees are praised and appreciated to some extent in the organizations. The last dimension used for Non-Financial Incentives in this study is “Tangible Incentives” that has a mean value of 2.66 and Standard Deviation of 0.39, that shows employees are relatively more appraised with tangible incentives that include discounted goods, coupons and gift items.

Data Normality and Correlation

Prior to Correlation and Regression analysis, it is important to check the “Normality” of data collected. The following table shows Normality Check using Shapiro-Wilk test:

Table 4:

Normality

	Statistic	P-Value
Organizational Commitment	0.843	0.497
Social Incentives	0.724	0.232
Tangible Incentives	0.811	0.070
Job-Related Incentives	0.844	0.414

Assumed Null Hypothesis for testing “Normality” of the data is, “Data is Normally Distributed”. As per the table above, it can be established that data follows normal distribution because P-Values for all variables are greater than the significance level of 0.01. Therefore, Correlation and Regression Analysis can be carried out on the data.

Non-Financial Incentives and Organizational Commitment (H_1)

Table No.5
Correlation H_1

		Organizational Commitment	Non-Financial Incentives
Organizational Commitment	Spearman's Rho	1	0.510**
	Sig. (2-Tailed)		0.000
	N	175	175
Non-Financial Incentives	Spearman's Rho	0.510**	1
	Sig. (2-Tailed)	0.000	
	N	175	175

**Correlation Is Significant At The 0.01 Level (2-Tailed).

The strength of relationship between two variables “Non-Financial Incentives” and “Organizational Commitment” according to Spearman’s Rho Coefficient of correlation is 0.510 that depicts a moderate positive relationship between “Non-Financial Incentives” and “Organizational Commitment”. Moreover, the P-value 0.000 is less than 0.01 that shows H_1 is accepted.

Social Incentives and Organizational Commitment (H_{1a})

Table No.6
Correlation H_{1a}

		Organizational Commitment	Social Incentives
Organizational Commitment	Spearman's Rho	1	-0.070**
	Sig. (2-tailed)		0.361
	N	175	175
Social Incentives	Spearman's Rho	-0.070**	1
	Sig. (2-tailed)	0.361	
	N	175	175

**Correlation Is Significant At The 0.01 Level (2-Tailed).

Table No. 6 demonstrates the strength of relationship between two variables “Social Incentives” and “Organizational Commitment” that reflects the value of Spearman’s Rho Coefficient of correlation is - 0.070. The P-value is 0.361 which is greater than the significance level hence H_0 is accepted. Therefore, it may be concluded that, there is no relationship between the two aforementioned variables as per data from this industry.

Tangible Incentives and Organizational Commitment (H_{1b})

Table No. 7

 H_{1b}

		Organizational Commitment	Tangible Incentives
Organizational Commitment	Spearman's Rho	1	0.192 [*]
	Sig. (2-tailed)		0.008
	N	175	175
Tangible Incentives	Spearman's Rho	0.192 [*]	1
	Sig. (2-tailed)	0.008	
	N	175	175

*. Correlation is significant at the 0.01 level (2-tailed).

Table No.7 explains the strength of relationship between “Tangible Incentives” and “Organizational Commitment” where value of Spearman’s Rho Coefficient of correlation is 0.192 that means a weak positive relationship exists between the two variables. Moreover, the P-Value of 0.008 is less than the significance level therefore, H_0 is rejected.

Job Related Incentives and Organizational Commitment (H_{1c})

Table No. 8

 H_{1c}

		Job-Related Incentives	Organizational Commitment
Job-Related Incentives	Spearman's Rho	1	0.637 ^{**}
	Sig. (2-tailed)		0.000
	N	175	175
Organizational Commitment	Spearman's Rho	0.637 ^{**}	1
	Sig. (2-tailed)	0.000	
	N	175	175

**Correlation is significant at the 0.01 level (2-tailed).

The P-Value as shown above regarding two variables “Job-Related Incentives” and “Organizational Commitment” is 0.000 that is less than 0.01 therefore null hypothesis can be declared as rejected. Furthermore, the value of Spearman’s Rho Coefficient of correlation 0.637 reflects a moderately positive relationship between “Job-Related Incentives” and “Organizational Commitment”.

Regression Analysis

Regression Analysis using Enter Method

Table 9:

Regression Analysis (Full Model)

	Criterion Variable: Organizational Commitment (Y)		
	R ²	B	P-Value
*Predictors:			
• Constant(B ₀)		32.491	
• Tangible Incentives (X ₁)	0.713	21.535	0.365
• Job-Related Incentives(X ₂)		37.113	0.000

Significant at Level 0.01

*Social Incentive has not been used as a predictor because it was not found to be correlated with organizational Commitment.

R² value of the Full Model regression is 0.713 at P-Value of 0.009, which is less than significance level of 0.01 hence, the model can be statistically declared as significant.

Full Model:

$$Y = 32.491 + 21.535 X_1 + 37.113 X_2$$

Developing Best Model using Regression Analysis

Table 10:

Regression Analysis (Best Model)

	Criterion Variable: Organizational Commitment (Y)	
	R ²	P-Value
Model:		
1*	0.713	0.009
2*	0.657	0.002

Significant at Level 0.01

1* means all predictors included i.e. Tangible Incentives and Job Related Incentives.

2* means all predictors included except Tangible Incentives.

In order to develop the Statistically Best Model, “backward elimination” has been used. Best Model suggests that Job-Related Incentives alone predict significantly high R^2 value of 0.657 at P-Value of 0.002, which is less than significance level of 0.01. So the best model is:

Best Model:

$$Y = 32.491 + 37.113 X_2$$

Conclusion

On the basis of this study, it can be concluded that non-monetary incentives are also a valuable source for instigating employee commitment towards the organization i.e. the more the incentives; the more the commitment towards organization. The success factor for all the organizations is that their employees are committed and loyal to the organization. Employees are committed to the organizations when they are rewarded by means of incentives. Incentives whether cash or non-cash play a vital role for creating the employee’s association to the organization. This research mainly focused on the impact of Non-Financial Incentives on Employee’s Organizational Commitment taking private sector food and beverage industry as sample.

Out of the hypothesis developed using existing literature, null hypothesis for H_{1a} has only been accepted. The first dimension studied in this research is the relation between **Social Incentives** and Organizational Commitment, as per the finding of this study it may be concluded that appreciation or verbal praise may not be pivotal role in instigating organizational commitment in an employee.

Moving on to the second dimension i.e. the relation between **Tangible Incentives** and Organizational Commitment, researchers have deduced that Tangible non-financial rewards such as tickets, coupons, vouchers and other gifts have a relationship (though weak) with

organizational commitment and therefore such items should be encouraged by compensation specialists in the industry.

Lastly, the final dimension used here is the relation between **Job-Related Incentives** and Organizational Commitment. Data shows that this component of non-financial incentives relatively has stronger relationship with organizational commitment. The regression analysis also supports this notion where this component has been found to contribute highest (among other predictors) towards organizational commitment. From the statistical results it is evident that an employee is much encouraged with the job-related incentives that include Job Rotation, Job Enrichment, Growth Opportunities, Flexible Working Hours and importantly Autonomy.

Research Limitations and Implications

Due to budgetary and accessibility constraints THE sample taken for this study can be declared as relatively small less. Therefore, for a comprehensive analysis and retesting of the theory used, a research with a larger sample can be conducted within or outside F&B sector.

Before concluding, it is reiterated that managers or compensation specialists must give weightage to non-financial incentives and develop such a **“Reward Mix”** that satisfy the objectives of employees who in turn lead the organization towards fulfillment of its goals.

References

- Bandiera, O., Barankay, I., & Rasul, I. (2010). Social Incentives in the Workplace. *Review of Economic Studies* (2010) 77, 417–458.
- Becker HS (1960). Notes on the concept of commitment. *Am. J. Social.* 66: 32"40.
- Cohen A (2007). Commitment before and after: An reconceptualization of organizational commitment. *Hum. Res. Manage. Rev.* 17: 336-354.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500–507.
- Gale, S. F. (2002). Small Rewards Can Push Productivity. *Workforce*. June: 81.
- Gerhart, B., Rynes, L.S., and Minette, A.K. (2004). The Importance of Pay in Employee Motivation: Discrepancies between What People Say and What They Do. *Human Resource Management*. Winter 2004, Vol. 43, No. 4, Pp. 381–394
- Herzberg, F. (1966). *Work and the nature of man*. Cleveland: World Pub. Co.
- Herzberg, F.(1971). Managers or animal trainers. *Management Review*, pp. 2-5.
- Haidari, I. (1997). Food industry in Pakistan-a survey (online).
- Jeffrey S. & Shaffer V. 2007. The Motivational Properties of Tangible Incentives. *Compensation and Benefits Review*. pp. 44%50
- Kaplan,S. (2006). Employee Incentive Systems: Why, and When, They Are So Hard to Change.
- Kovach, K. (1999). *Employee motivation: Addressing a crucial factor in your organization's performance*. Human Resource Development. Ann Arbor, MI: University of Michigan Press.
- Latham, G. & Locke, E. (1979). Goal setting—a motivational technique that works. *Organizational Dynamics*. pp: 68-80.
- Latham, G P. & Baldes, J. (1975). The”practical significance of Locke’s theory of goal setting. *Journal of Applied Psychology*, 60, 122-124.

- Martin, T.N. & Shawn, O.M. (1984): Predictors of organization commitment. *Journal of Vocational Behaviour*, 25(3), 270-283.
- Maslow, A.H. (1954): *Motivation and Personality*. New York: Harper and Row, 121-133.
- Meacham, M. & Wiesen, A. (1969). *Changing classroom behavior: a manual for precision teaching*.
- Meyer PJ, Allen JN (1990). A three-component conceptualization of organizational commitment. *Hum. Res. Manage. Rev.* 1: 61-89.
- Meyer PJ, Allen JN (1997). *Commitment in the workplace: Theory, research, and application*. Thousand Oaks, CA: Sage.
- Meyer J, Allen N (1991). A three-component conceptualization of organizational commitment. *Hum. Res. Manage. Rev.* 1: 61-89.
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in the Workplace: Theory, Research, and Application*. Thousand Oaks, CA: Sage Publications.
- Mowday, R. T., Porter, L. W. & Steers, R. M. (1982). *Employee-organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*. New York: Academic Press.
- Mowday RT, Steers RM, Porter LM (1979). The measurement of organizational commitment. *J. Vocat. Behav.* 14: 224-247.
- Nelson, B. (2001). *Dump the Cash, Load on the Praise*. Harcourt College.
- Nelson, B. (2001). Why managers don't recognize their employees. WebProNews.
- O'Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71 (3): 492-499.
- Porter LW, Steers RM, Mowday RT, Boulian PV (1974). Organizational commitment, job satisfaction and turnover among psychiatric technicians. *J. Appl. Psychol.* 59: 603-609.